

*Chrono.*

29 March 1954

**MEMORANDUM FOR: Special Assistant to the Director for  
Planning and Coordination**

**SUBJECT: Briefing on the Office of Intelligence  
Coordination**

1. Following up our conversation on Friday, I submit  
for your information:

a. A compilation of the Law, National Security Council Directives and Director of Central Intelligence Directives which govern CIA and the major relationships among the intelligence agencies, with a covering note.

b. A file bearing on the IAC.

c. A statement (with explanatory papers where necessary) of the disposition or proposed disposition of the nine current functions of OIC as listed in Tab A of my 13 January memorandum to the DCI.

d. A file of papers bearing upon some problems on which OIC has worked over the years. Some of these are concluded and some may arise again. They are presented to give you a perspective of the typical coordination problems of the Agency.

e. A list of file headings of the action files now maintained by this Office, in order that you might have at least a cursory view of the subjects which have engaged us.

2. In terms of the historic organizational role of a CIA staff office dealing with coordination, you should know the following:

State Department review completed

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a. Up until 1949 there was an interagency staff to the Director called "Interdepartmental Coordination and Policy Staff."

b. From 1949 to 1951 the same staff was called: "Coordination and Operations Policy Staff." It dealt with intra-agency as well as interagency problems.

c. In 1951 the Office of Intelligence coordination was established, composed exclusively of CIA personnel. The Terms of Reference are already in your hands. OIC reported directly to the Deputy Director of Central Intelligence until 1952, when the Office of the Deputy Director (Intelligence) was established. The first DDI, Mr. Becker, took the view that as DDI it was his role to be the principal advisor to the Director on problems of intelligence coordination and that OIC was his staff aid in this regard. The present DDI has not formally declared his role in the same way, though generally speaking he has so operated when making use of OIC.

3. These various staffs, over the years, have played a leading role in the development of most of the NSCIDs and DCIDs, working closely, of course, with the appropriate officers of CIA and other agencies.

4. The principles on which the Office of Intelligence Coordination has operated have been as follows:

a. CIA must achieve coordination (short of recourse to the NSC) by leadership, stimulation and persuasion.

b. The primary role and expert knowledge of any agency having substantive responsibility for a particular problem should be recognized.

c. Actual coordination on specific problems should be decentralized, whenever possible, to the individual CIA offices and IAC agencies having functional responsibility.

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d. The DCI, however, maintains a general supervisory role over all the coordination processes. AD/IC should be responsible for assisting the DCI in this role.

e. The effectiveness of coordination depends in the last analysis on the relations of the intelligence chiefs themselves, particularly in the IAC.

f. In order to solve relationship problems, a flexible, practical attitude is far superior to a jurisdictional doctrinaire approach.

g. Interagency and Intra-agency problems are often related and neither should be decided without consideration of possible effect on the other.

5. In our experience, the role of the Secretary of the IAC has generally proved very useful, although it could be argued not absolutely essential to the solution of interagency problems. The following are the reasons why it has been useful:

a. It has provided insight into the relationships among the chiefs of intelligence as they have met and solved their problems.

b. It has provided a ready device for OIC to communicate with the other intelligence chiefs to get the necessary staff work done on those problems coming before the IAC on which there did not exist any staff-level mechanism.

c. It has insured that recommendations for IAC approval would be subject to staff criticism and assistance by OIC at an early stage. It is our belief that OIC has made extensive contributions in this area, even though, being anonymous, OIC's role cannot be proved after the fact.

JAMES Q. REBER  
Assistant Director  
Intelligence Coordination

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29 March 1954

**MEMORANDUM FOR:** Special Assistant to the Director for  
Planning and Coordination

**SUBJECT:** The Intelligence Advisory Committee

**REFERENCE:** Progress Reports of the IAC Agencies to  
the NSC and of Six Interagency Committees  
to the IAC (in notebook, attached)

1. The IAC is established by NSCID-1 (paragraph 1) and operates under procedures established by DCID 1/1.
2. The Committee now meets every Tuesday at 10:45 a.m. in the Director's Conference Room. Beginning with the first meeting under General Smith (20 October 1950), the business of the Committee has been reflected in agenda (the IAC-"A" series), minutes (the IAC-"M" series) and documents (the IAC-"D" series). The bulk of the Committee's time in session is devoted to considering and adopting national estimates, but all members understand, and Mr. Dulles recently reaffirmed, that they are free to bring before the Committee any question affecting the intelligence community, as well as estimates. Much of the business of the Committee is conducted out of session by the consideration of circulated documents. (In its first 140 weeks, the IAC considered 150 estimates and 149 documents). The Secretariat has been continuously furnished by OIC, [redacted] serving as Secretary from October 1950 to November 1952 and [redacted] from that time since.

- <sup>ten</sup>~~seven~~ 3. Over the past six years, the IAC has established ~~seven~~ interagency committees to handle various aspects of intelligence. These groups, listed in the front page of the attached notebook, are responsible to the IAC and provide a mechanism for discharging some of the community's business short of the IAC.

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4. Apart from these and in addition, each agency maintains a staff, of varying size and internal location, whose members are readily available for informal consultation, singly or together, on any intelligence coordination problems. The efforts of these officers are often productive of interagency recommendations to the IAC which that Committee can consider with a minimum of original inquiry (e.g., the Semi-Annual Status Report to the NSC on the Foreign Intelligence Program, the current version of which is included in the attached notebook).

JAMES Q. REBER  
Assistant Director  
Intelligence Coordination

OIC  (29 March 1954)

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- 3 - OIC (file)

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**A Statement (with Explanatory Papers as Noted) of the Disposition  
or Proposed Disposition of the Nine Current Functions of OIC as listed  
in Tab A of 13 January Memorandum to the DCI**

**1. Secretary to the IAC (See book on IAC):**

The location of this function remains a question in my mind. I would like to discuss further with you.

**2. Publications:**

A proposed Regulation on this subject is attached, with an explanatory comment from OIC. No further action necessary.

**3. Coordination of External Research (Explanatory paper attached):**

Should go to the Office of the Special Assistant to the Director for Planning and Coordination.

**4. Periodic Review of Effectiveness of Operational Liaison:**

All that is needed here is to change  to read OCD for OIC. This will be done by OIC.

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**5. Chairman - Advisory Committee on Foreign Language Publications,  
NSCID-16:**

Regulation has been changed. Chairman to be designated by Deputy Director (Intelligence).

**6. DDI Representation on Interagency Priorities Committee for  
Clandestine Collection:**

Should go to the Office of the DDI. This will be arranged by OIC.

**7. Coordination of Problems of Dissemination (Explanatory Papers  
attached):**

OIC is transferring its pertinent files to OCD. No further action necessary.

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**8. NSC Progress Report on Intelligence (See IAC book for latest copy):**

Should go to DDI (Bundy) or could go to the Special Assistant to the Director for Planning and Coordination. Would like to discuss this further with you.

**9. Revision of Substantive Regulations:**

Practically complete -- no problem.

Some Problems on Which OIC Has Worked

(Not listed in order of importance. Attached papers are keyed to the numbers.)

1. Revision of NSCID-1 to provide that national intelligence would be disseminated to foreign governments on the concurrence of the IAC (IAC-D-40).
2. The establishment of NSCID-16, having to do with the handling of foreign language publications (IAC-D-60).
3. The transfer to the Department of State of CIA's previous function of political, social and cultural biographic intelligence (AD/IC memo to DD/I of 10 October 1952).
4. Intelligence support for NATO (IAC-D-39/1).
5. Intelligence support for Psychological Warfare (AD/IC memo of 5 September 1952).
6. Intelligence support (NIEs) for U.S. embassies and theater commands (AD/IC memo to DCI of 22 January 1954).
7. Intelligence support for Foreign Assets Control (AD/IC memo to DD/I of 19 November 1952).
8. Intelligence support for Economic Defense Advisory Committee (IAC-D-53/1).
9. Review of the State Department's functions under NSCID-10 (AD/IC memo of 5 January 1953).
10.
11. The correction of deficiencies revealed in post-mortems of national intelligence estimates (IAC-D-57/1).

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12. The continuing coordination of requests from the State Department for assistance in pursuance of NSC-29, "Security of Strategically Important Industrial Operations in Foreign Countries" (AD/IC memo of 24 August 1953).

13. Study of Anti-Communist Resistance and Resistance Potential (IAC-D-75/2).

14. The rendering of assistance to the Bureau of the Budget in its proposed survey of intelligence programs (IAC-D-77/1). A draft paper on the strengthening of intelligence activities is also attached.

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## **2. PUBLICATIONS**

The attached draft regulation has been concurred in by all Agency components and will shortly be issued. It lodges responsibility in the DDI for the coordination of CIA's finished intelligence publications. Coordination of the publications of all agencies is not at present an assigned responsibility of any unit. Some useful work is performed by OCD, through its "Intelligence Periodicals Index," in regularizing the nomenclature and other documentation aspects of publications. Substantively, the CIA producing offices consult with other producers and with consumers and thereby seek to refine their products and make them more responsive to needs. Should it become a fact that departmental contributions to national intelligence are suffering from disproportionate emphasis on departmental publications, it would be appropriate for the DCI to work with the agencies to achieve a proper balance. It is not believed that that situation now exists.

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## **7. DISSEMINATION**

### **Accumulation of Intelligence Publications Overseas**

**Procedures to reduce the accumulation overseas of national and CIA finished intelligence (IAC-D-69/2 and memo from AD/IC to DCI dated 30 April 1953).**

### **Dissemination of National Intelligence Surveys**

**Procedure for IAC control of dissemination of the National Intelligence Surveys to non-IAC agencies and foreign governments (IAC-D-45/12).**

### **Control Stamps**

**A proposal to standardize, and thereby reduce, the control mechanisms over the dissemination and use of intelligence currently is being considered by the IAC representatives (Draft DCID 11/2).**

### **Dissemination of CIA Intelligence to Foreign Governments**

**A proposal to clarify the responsibilities of the dissemination and security officials in questions of foreign dissemination of CIA intelligence is before the Deputy Director of Central Intelligence for decision.**

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